

Waukesha Memorial Hospital, Inc.
725 American Avenue
Waukesha, WI 53188
(414) 544-2201

Type: GMS
Control: Other Not for Profit
Fiscal Year: 10/01/01 to 09/30/02

County: Waukesha
Analysis Area: Southeastern (2A)
Volume Group: 7

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	80.3%	57.4%	1.40	66.8%	1.20	72.5%	1.11	71.2%	1.13
Obstetrics	68.1%	39.6%	1.72	41.0%	1.66	58.4%	1.17	64.5%	1.06
Pediatrics	18.8%	48.0%	0.39	19.8%	0.95	42.6%	0.44	18.5%	1.02
Total hospital	72.4%	55.9%	1.29	61.3%	1.18	68.8%	1.05	65.6%	1.10
Average Census (Patients)									
Adult medical-surgical	74.7	30.4	2.46	37.0	2.02	115	0.65	70.4	1.06
Obstetrics	16.4	3.9	4.24	5.5	2.98	14.5	1.13	16.1	1.01
Pediatrics	1.5	1.8	0.82	0.8	1.97	4.8	0.31	1.5	1.02
Total hospital	203.3	55.4	3.67	68.6	2.97	218.9	0.93	192.2	1.06
Average Length of Stay (Days)									
Adult medical-surgical	4.6	3.9	1.18	4.0	1.17	4.3	1.08	4.7	0.98
Obstetrics	2.5	2.4	1.06	2.5	1.03	2.4	1.04	2.5	1.01
Pediatrics	1.9	2.4	0.77	1.8	1.07	2.6	0.71	1.7	1.07
Total hospital	4.9	4.3	1.13	4.4	1.12	4.9	0.99	4.9	0.99
Surgical Operations									
Inpatient	4,714	1,424	3.31	1,736	2.72	5,392	0.87	4,227	1.12
Outpatient	13,409	3,187	4.21	4,499	2.98	9,551	1.40	12,314	1.09
Inpatient as % of all surgeries	26.0%	30.9%	0.84	27.8%	0.93	36.1%	0.72	25.6%	1.02
Outpatient Visits									
Non-emergency visits	271,087	75,046	3.61	98,482	2.75	223,693	1.21	253,605	1.07
Emergency visits	38,470	14,086	2.73	19,089	2.02	36,965	1.04	38,245	1.01
Full-time Equivalents (FTEs)									
Administrators	13.2	14.8	0.89	13.8	0.96	39.9	0.33	6.0	2.21
Nurses, licensed	490.2	160.1	3.06	202.8	2.42	591.6	0.83	734.1	0.67
Ancillary nursing personnel	95.1	54.3	1.75	49.1	1.94	208.2	0.46	275.3	0.35
All other personnel	1897.4	384.2	4.94	515.4	3.68	1362.8	1.39	918.7	2.07
Total FTEs	2495.9	613.5	4.07	781.0	3.20	2202.6	1.13	1934.1	1.29
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.4	14.6	0.23	9.6	0.36	11.4	0.30	1.6	2.09
Nurses, licensed	126.3	157.9	0.80	141.5	0.89	169.3	0.75	200.1	0.63
Ancillary nursing personnel	24.5	53.6	0.46	34.3	0.71	59.6	0.41	75.0	0.33
All other personnel	488.7	378.9	1.29	359.7	1.36	389.9	1.25	250.4	1.95
Total FTEs	642.9	605.0	1.06	545.0	1.18	630.2	1.02	527.2	1.22

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	281	Health maintenance		Beds set up and staffed	0	Bassinets	18
Discharges	14873	organization (HMO)	Yes	Discharges	0	Total births	2,301
Inpatient days	74,211	Preferred Provider		Inpatient days	0	Newborn days	4,096
		organization (PPO)	Yes				

Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 09/30/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)

General Medical-Surgical:							
Adult medical-surgical, acute	1	93	5,879	27,271	80.3%	74.7	4.6
Orthopedic	1	41	2,929	12137	81.1%	33.3	4.1
Rehab. and physical medicine	1	15	339	4,469	81.6%	12.2	13.2
Hospice	5	0	0	0	. %	0.0	.
Acute long term care	5	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	1	8	293	549	18.8%	1.5	1.9
Obstetrics	1	24	2,354	5,969	68.1%	16.4	2.5
Psychiatric	1	22	640	4,627	57.6%	12.7	7.2
Alcoholism/chemical dependency	2	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	2	0	0	0	. %	0.0	.
Cardiac intensive care	2	0	0	0	. %	0.0	.
Pediatric intensive care	5	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	1	24	1,922	5,841	66.7%	16.0	3.0
Step-down (special care)	1	36	3,077	10278	78.2%	28.2	3.3
Neonatal intensive/intermediate care	1	18	423	3,070	46.7%	8.4	7.3
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	4	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.

Note: data should be used only in rows; do not summarize columns.

* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE

Administrators/asst. administrators	10	4	13.2	Radiological services personnel	36	33	62.8
Physicians and dentists	0	0	0.0	Occupational therapists	5	10	13.1
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	1	0	1.0
Registered nurses	257	234	446.7	Physical therapists	14	16	27.0
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	5	3	7.4
Licensed practical nurses	18	18	32.6	Recreational therapists	3	6	8.6
Ancillary nursing personnel	61	42	95.1	Psychologists	0	0	0.0
Physician assistants	0	0	0.0	Social workers	5	4	8.2
Nurse Practitioners	6	6	10.9	All other health professionals	283	72	341.4
Medical records personnel	38	4	41.2	All other personnel	799	976	1272.8
Pharmacy personnel	25	12	34.7	-----			
Clinical laboratory personnel	50	36	79.2	TOTAL	1616	1476	2495.9

Waukesha Memorial Hospital, Inc.
Waukesha

Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$404,940,830	Cash and cash equivalents	\$1,941,000	Current liabilities	\$26,825,000
Less deductions	153,682,091	Net Patient receivables	36,379,000	Long-term debt	156,332,000
Net patient revenue	251,258,739	Other receivables	3,479,000	Other liabilities	10,550,000
Plus other revenue	2,830,290	Land, bldgs and equip: Net	157,699,000	Subtotal	193,707,000
Total revenue	254,089,029	Other assets	171,225,000		
Less expenses	229,615,862			Unrestricted fund balance	177,016,000
Nonoperating gains/losses	-6,310,329	Total Assets	\$370,723,000	Total liabilities & fund balance	\$370,723,000
Net Income	\$18,162,838			Restricted fund balances	\$8,129,000

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [\$173,925,764]	43.0%	41.7%	1.03	41.8%	1.03	41.7%	1.03	34.5%	1.25
Medical Assistance [\$10,458,798]	2.6%	9.0%	0.29	5.7%	0.46	9.3%	0.28	2.7%	0.95
Commercial [\$211,731,069]	52.3%	43.2%	1.21	48.2%	1.09	41.9%	1.25	59.1%	0.88
All other [\$8,825,199]	2.2%	6.1%	0.36	4.3%	0.50	7.1%	0.31	3.7%	0.59
Deductions as % of Total Gross Patient Revenue									
Medicare [\$96,565,898]	23.8%	23.7%	1.01	25.1%	0.95	23.4%	1.02	22.7%	1.05
Medical Assistance [\$7,313,504]	1.8%	6.0%	0.30	3.6%	0.50	6.4%	0.28	1.6%	1.15
Commercial [\$46,030,673]	11.4%	9.4%	1.21	11.2%	1.02	9.7%	1.17	12.3%	0.92
Charity care [\$2,957,680]	0.7%	1.2%	0.60	0.8%	0.87	1.4%	0.51	0.8%	0.93
All other [\$814,336]	0.2%	1.4%	0.14	0.4%	0.47	1.8%	0.11	0.4%	0.49
Total deductions [\$153,682,091]	38.0%	41.7%	0.91	41.2%	0.92	42.7%	0.89	37.8%	1.00
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	1.1%	5.1%	0.22	3.1%	0.36	4.1%	0.27	1.3%	0.83
Net gains/losses as % of net income	-34.7%	5.3%	-6.56	-1.6%	22.0	5.9%	-5.85	17.2%	-2.02
Expenses as % of Total Expenses									
Salary/fringe benefit[\$103,001,937]	44.9%	47.8%	0.94	47.5%	0.94	45.9%	0.98	44.8%	1.00
Supplies and services[\$94,150,144]	41.0%	40.5%	1.01	40.3%	1.02	43.2%	0.95	40.9%	1.00
Capital component [\$28,486,022]	12.4%	8.7%	1.43	9.2%	1.35	8.1%	1.53	12.6%	0.99
Bad debt [\$3,977,759]	1.7%	3.0%	0.58	3.0%	0.58	2.7%	0.63	1.7%	0.99
Fiscal Statistics									
Operating margin	9.6%	6.1%	1.59	11.4%	0.85	5.7%	1.70	8.5%	1.13
Total hospital profit margin	7.3%	6.4%	1.15	11.2%	0.65	6.0%	1.22	10.1%	0.73
Return on equity	10.3%	10.0%	1.03	15.1%	0.68	9.9%	1.04	13.2%	0.78
Current ratio	1.8	2.5	0.73	2.4	0.77	2.6	0.70	1.9	0.95
Days in net patient accounts receivable	52.8	57.8	0.91	62.4	0.85	51.8	1.02	.	.
Average payment period	46.7	52.6	0.89	64.0	0.73	49.0	0.95	47.6	0.98
Equity financing	47.7%	56.2%	0.85	58.1%	0.82	55.9%	0.85	48.5%	0.99
Long-term debt to equity ratio	0.9	0.5	1.86	0.4	2.19	0.5	1.80	0.9	0.98
Times interest earned	4.1	5.0	0.82	10.0	0.42	5.2	0.79	5.6	0.74
Total asset turnover	0.7	0.9	0.78	0.8	0.87	0.9	0.75	0.6	1.10
Average age of plant: years	8.5	9.5	0.90	9.0	0.95	10.0	0.85	8.1	1.05
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	13.0%	.
Output gross rev (% of total gross pt. rev)	47.7%	44.1%	1.08	50.4%	0.95	37.2%	1.28	47.6%	1.00
Net Revenue Statistics									
Inpatient net revenue per discharge	\$8,696	\$7,870	1.11	\$6,978	1.25	\$9,940	0.87	\$7,510	1.16
Inpatient net revenue per day	\$1,777	\$1,834	0.97	\$1,532	1.16	\$2,035	0.87	\$1,520	1.17
Outpatient net rev per visit	\$386	\$343	1.13	\$365	1.06	\$373	1.03	\$403	0.96